

Proposal



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Impact of Artificial Intelligence on Global Human Resource Management: A Systematic Review Approach

Introduction / Background

The integration of Artificial Intelligence (AI) into Human Resource Management (HRM) is transforming how organisations recruit, train, evaluate, and retain employees. AI tools automate repetitive tasks, provide predictive analytics, and enhance decision-making across HR functions (Kaushal et al., 2021; Venugopal et al., 2024). For example, AI enables faster recruitment through resume screening, chatbot-based interviews, and predictive matching, while also offering real-time performance assessments (Venugopal et al., 2024).

However, concerns about algorithmic bias, transparency, privacy, and employee perceptions of fairness persist (Cai et al., 2024; Alshahrani et al., 2025). Scholars emphasise that while AI improves efficiency, it also raises ethical and human-centric challenges that require HR leaders to balance technology with trust and inclusivity (Fenwick et al., 2024).

Current studies are fragmented: some focus on specific industries (e.g., chemical sector in Saudi Arabia), while others propose conceptual frameworks without empirical validation (Kaushal et al., 2021; Fenwick et al., 2024). This dissertation aims to provide a **global and cross-industry synthesis**, examining both how AI affects HRM and how HRM practices shape AI adoption.

Research Aim, Objectives and Questions

Aim

To explore how Artificial Intelligence influences HRM practices and how HRM strategies, in turn, affect AI adoption across industries worldwide.

Objectives

1. Map the adoption of AI technologies in HRM globally.
2. Assess the benefits and challenges of AI integration into HRM functions.
3. Examine how HRM strategies influence AI adoption, governance, and ethical use.

Research Questions

- How is AI transforming HRM functions globally?
- What barriers and enablers affect AI adoption in HRM?
- How do HRM strategies shape ethical and effective AI implementation?

Preliminary Literature Review

A growing body of literature examines AI–HRM integration.

- **Systematic reviews and bibliometric analyses** reveal that AI has penetrated all HR functions, particularly recruitment, onboarding, training, and retention. Kaushal et al. (2021) reviewed 344 Scopus articles and developed the AIHRMI framework, though they note it requires empirical validation. Rana and Kumar (2025) used bibliometric coupling and highlighted that research is largely retrospective, stressing the need for forward-looking empirical work.
- **Conceptual perspectives** emphasise ethical and human-centric approaches. Fenwick et al. (2024) outlined three phases of AI–HRM integration (technocratic, integrated, fully embedded) and stressed the importance of balancing efficiency with human trust and collaboration.
- **Experimental studies** indicate fairness issues: Cai et al. (2024) found that job applicants perceive AI-driven resume screening as less fair than human-led processes, even when outcomes are favourable.
- **Sectoral studies** show mixed perceptions: Alshahrani et al. (2025), surveying 234 Saudi HR managers, found optimism about AI in recruitment and training but concerns about privacy and job loss.
- **Recent systematic reviews** (Ncube et al., 2025) highlight ethical challenges such as bias, employee surveillance, and lack of quantifiable evidence of AI’s benefits.

Across these studies, common **gaps** emerge: (1) lack of sector- and country-comparative analysis, (2) frameworks that remain conceptual without empirical validation, and (3) insufficient research on trust, ethics, and long-term AI–HRM impacts.

Methodology

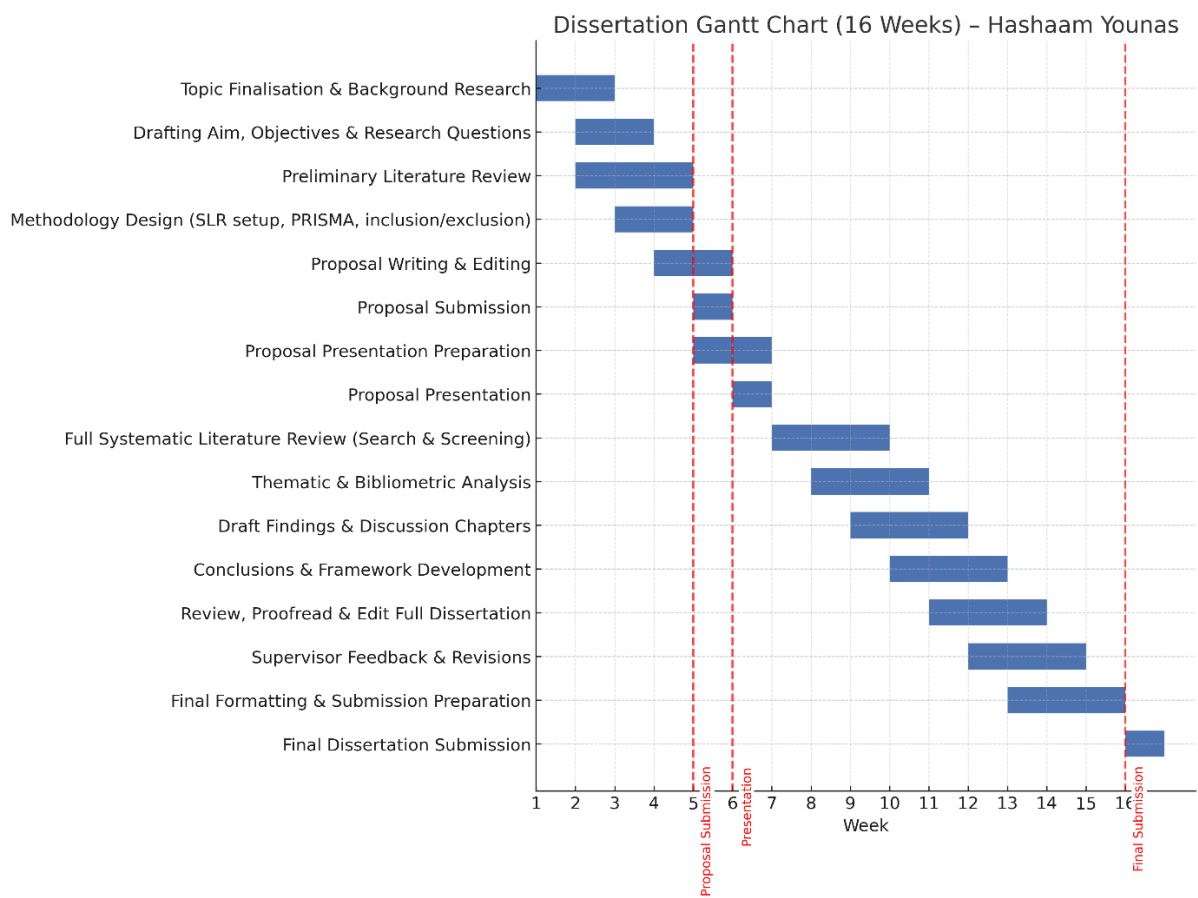
This study will use a **Systematic Literature Review (SLR)** approach following PRISMA guidelines.

- **Data sources:** Scopus, Web of Science, Google Scholar, ScienceDirect.
- **Search terms:** combinations of “AI,” “artificial intelligence,” “HRM,” “human resources,” “recruitment,” “performance management,” “training,” “talent management.”
- **Inclusion criteria:** Peer-reviewed studies (2010–2025) addressing AI–HRM integration across industries.
- **Analysis:** Thematic synthesis of findings (benefits, challenges, frameworks, gaps) and bibliometric mapping (keyword co-occurrence, citation analysis).
- **Ethics:** No primary data collection. Secondary literature will be reviewed responsibly with full citation.

Risks and Limitations

- **Publication bias:** Positive results more likely published.
- **Rapid technological change:** AI developments may outpace published literature.
- **Data access:** Paywalls may limit sources (to be mitigated via university library).
- **Heterogeneity:** Wide variation in contexts and methods, managed through thematic categorisation.

Timeline (Gantt Chart Outline)



References

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